Capital projects expenditures are projected to increase to more than $52 million in FY15 and more than $105 million in FY16.

**W5H**

**Who:** DCM is the in-house design-build group for KU. We’re architects, engineers, landscape architects, tradespersons, and support staff, numbering about 50 FTEs.

**What:** We design and oversee construction projects costing up to $750,000 — the statutory limit. We construct interior remodeling and renovation projects typically costing less than $250,000. For projects above these limits (or as needed), we plan, procure design and construction services, and manage projects of all sizes.

**When:** Every day.

**Where:** All of KU’s non-medical campuses.

**Why:** To comply with state statutes and campus policies, and to look out for KU’s best interests.

**How:** We turn challenges into opportunities.

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**BUILDING EXCELLENCE**

Changing for Excellence is driving operational improvements and invigorating capital projects that address a more holistic set of goals. The following are examples of some ways DCM is contributing to KU’s success in these areas:

**Cost Savings**

KU saved an estimated $1.6 million in Fiscal Year 2014 by:

- Streamlining construction procurement.
- Self-performing design, project management, and construction where feasible.
- Recovering or avoiding costs through construction auditing.
- Recovering revenues from historic rehabilitation and energy efficiency tax credits.

**Sustainability**

- Parking Lot 54 was rebuilt with underground storage for stormwater runoff up to the 100-year storm (8 inches of rain in 24 hours). In addition to eliminating surface water pollution, this provides over 333,000 gallons of water in storage to irrigate shade trees. That reduces the need for treated water by enough water to supply a town of 2,200 people for a day. It also reduces KU’s stormwater fees to the City of Lawrence by about $44,000 over 25 years — 13% of KU’s share of the cost differential to rebuild it as a “green” parking lot.
- Jayhawk Boulevard reconstruction is 50% completed, and with it 100 new trees have been planted replacing a dozen or so old trees that were removed. In addition to providing shade, habitat, and scenic views, each year these 100 trees will sequester enough carbon to displace emissions from over 1,500 passenger vehicles driving the length of Jayhawk Boulevard.
LARGEST PROJECTS COMPLETED IN FY14

5 Largest projects planned and managed by DCM completed in FY14:

- $4.5 million Mrs. E’s Dining Center Renovation
- $4.2 million Ellsworth Annex Improvements (mechanical room addition, HVAC equipment replacement, new electrical service, head-end for AT&T distributed antenna system)
- $2.7 million Jayhawk Boulevard Phase 1 Reconstruction (Chi Omega Circle to Poplar Lane)
- $1.7 million Dyche Hall NSF Grant (research labs and server room improvements)
- $1.7 million Parking Lot 54 Reconstruction

5 Largest projects designed, managed, constructed by DCM completed in FY14:

- $610,000 Strong Hall Remodel Kansas Algebra Program Classrooms
- $400,000 Malott Hall Lab Remodel Rooms 5012, 2014, 5014A, 5016
- $330,000 Spencer Research Library 2nd Floor Modifications (manuscript staging & processing area)
- $307,000 Watson Library Southeast Office Remodel
- $211,000 Wagnon-Parrot Athletic Center Create Offices Suite 2460, Rooms 2478, 2480

LEGACY PROJECTS

While most capital improvement projects will have useful lifetimes of 25 to 100 years — thus having important legacies for generations of students, faculty, staff, and visitors served — DCM also performs or manages special projects that don’t directly involve construction, but which nevertheless have profound impacts on KU’s campus. Projects of this nature completed in FY14 are profiled below:

Campus Master Plan—KU’s fifth campus master plan—the first in 15 years—aligns with KU’s strategic plan, Bold Aspirations, and charts the course of campus development for the next 10 years.

KU East Historic District—Includes 14 contributing structures—primarily 8 scholarship halls, Chancellor’s Residence, and Danforth Chapel. Allows KU to recoup 25% of eligible improvement costs.

ADA Transition Plan—Assisted KU’s Director of Accessibility in developing work plan to address known accessibility deficiencies. Some will be addressed over time as standalone projects while others will be addressed as part of larger projects where feasible.

Building & Infrastructure Assessments—Retained the consulting firm VFA, Inc. to perform in-depth assessments of about 80 buildings. Detailed asset information is loaded in a database providing a powerful tool for planning and prioritizing projects. We’re now in the process of closing the gap to gather and load data for all KU’s state-owned buildings and infrastructure into the system. Eventually this system will integrate with Maximo, KU’s enterprise asset management system, and a geographic information system also in development.
PERFORMANCE METRICS

DCM’s key performance indicators are the degree to which we deliver projects on-time and within budget. Secondary metrics include client ratings and how well we measure and report these KPIs.

As of September 29, 2014*, DCM’s records show 187 projects completed in FY14. Of 147 projects for which target dates and actual dates were entered, 129 (88%) were completed on time. Of 100 projects for which estimated and actual total costs were entered, 82 (82%) were completed within budget. However, of 90 completed projects for which both dates and costs were entered, 59 (66%) were completed on time and within budget.

*Results may change as additional data is entered and refined. Some data is pending final invoicing or other issues.

As evidenced in these data, improved reporting capabilities and improved performance are needed; these are ongoing initiatives. It should be noted that the majority of projects over budget and/or over schedule are due to factors beyond DCM’s control and in many cases are client-driven (e.g., added scope).

With an 11% response rate on FY14 client satisfaction surveys, the average rating for DCM is “Exceeds Expectations.”

MEASURING UP

Based on a 2013 peer survey, KU’s DCM appears to have staff levels aligned with peers for the existing building inventory (3% below respondents’ cost-of-living adjusted average in terms of DCM budget/GSF) but appears to be understaffed for KU’s FY2015-FY2020 capital improvement program (35% below respondents’ cost-of-living adjusted average in terms of DCM budget/capital improvements budget). As previously noted, DCM is planning strategic hires to staff-up for the increased workloads.

SUPPORTING STUDENTS

One of the primary Bold Aspirations strategies under “Energizing the Educational Environment” is to enhance experiential learning opportunities. DCM contributes significantly in this area. Each year DCM employs about a dozen students in various jobs including architectural and engineering design support, computer-assisted drafting, compliance inspections, and accounting support. This is a win-win because the students benefit from an income and more importantly marketable experience for their resumes, while DCM benefits from quality work by energetic students at a substantially lower cost than FTEs.

DCM also collaborates with faculty and students on class projects involving the campus. Examples of student projects assisted by DCM in FY14 include solar panels on NESA Aquatic Lab, timber footbridge at KU Field Station, and most notably the Forum addition to Marvin Hall.

DCM’s NEW DIGS

In the first week of June 2014, DCM’s office staff relocated from our long-time location at Carruth-O’Leary, 1246 West Campus Road (66045), to our new home at St. Andrews Office Facility, 1515 St. Andrews Drive (66047). Though walking to central campus is no longer feasible, the move has been very positive in a number of ways:

- Transitioned from dispersed dorm-room offices to a more professional office suite.
- Larger meeting rooms are available on the premises.
- Visitor parking is available.
- The office has full wireless coverage and card access locks.

All in all, the move has provided a better collaborative office environment that is easier for consultants and contractors to visit for meetings. Plus, it’s much easier to find parking here!

KU Construction continues to be based at the Warehouse building, 1851 Westbrooke Street (66045).

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A KU Construction electrician developed a wiring correction that improves the safety of KU students, faculty, and staff.

DCM’s goals for the current fiscal year include the following:

- Complete at least 85% of projects on-time and within-budget with 100% of required project data entered.
- Generate sufficient revenue to cover fee-funded salaries and other operating expenses.
- Establish DCM Advisory Committee for continued improvements beyond Changing for Excellence.
- Fill at least two vacant FTE positions with well-qualified individuals.
- Streamline and build capacity in state permitting and inspecting functions to promptly accommodate the anticipated growth in capital improvement projects.
- Meet or exceed scheduled progress on the integrated science/gateway apartments/infrastructure development project.
- Transition campus fire alarm system from outdated technology to state-of-the-art fiber optic network.
- Continue improving cost-effectiveness and implementation of electronic locking systems.
- Assist in completing transitions to GIS and Maximo.
- Continue comprehensive facility condition assessments on pace to complete the first cycle by March 2016, or sooner.

UNSUNG HEROS

- An electrician in KU Construction found an error in a vendor’s standard wiring diagram and developed a correction that improves the safety of KU students, faculty, and staff.
- An administrative assistant located a record drawing that was like the proverbial needle in a haystack, and this led to faster permitting of a project on a very tight deadline.
- Just about every day DCM professional staff find ways to trim tens of thousands of dollars in project costs while adding value in terms of lower operating costs, more durable finishes, etc.